

Federal Human Capital Survey 2002

Farm Service Agency

Participation Level of Agency Sample

1135 of 1522 random sample (74.6% participation)

FFAS Overall Survey - Positive Responses

FFAS-(55.8) RMA-(54.6) FAS-(58.0) FSA-(54.8)

| | = organizational strengths = greater than 65% Positive Responses | | | | |
|---|---|--------------------|-------------------|--------------------|---------------------------|
| | = improvement opportunities = less than 50% Positive Responses or greater than 35% Negative Responses | | | | |
| FSA - Federal Human Capital Survey 2002 | | Positive Responses | Neutral Responses | Negative Responses | Bold numbers = USDA total |
| STRATEGIC ALIGNMENT | | | | | |
| 1 | In my work unit, human capital management strategies are targeted to achieve the agency's missions and objectives. | 63.1 | 16.4 | 20.5 | |
| | FSA | 63.2 | 15.5 | 21.3 | |
| 2 | Managers review and evaluate the organization's progress toward meeting its goals and objectives. | 65.8 | 15.0 | 21.3 | |
| | FSA | 62.5 | 15.9 | 21.6 | |
| 3 | Products & services in my work unit are improved based on customer/ public input. | 52.5 | 22.2 | 25.2 | |
| | FSA | 46.6 | 25.5 | 27.9 | |
| 4 | I am kept informed about changes in personnel policies and employee benefits. | 72.3 | 11.4 | 16.3 | |
| | FSA | 71.2 | 11.3 | 17.5 | |
| 5 | I know how my work relates to the agency's missions and goals. | 88.6 | 5.8 | 5.6 | |
| | FSA | 90.7 | 5.0 | 4.3 | |
| 6 | Information collected on my work unit's performance is used to improve my work unit's performance. | 48.8 | 23.8 | 27.4 | |
| | FSA | 47.2 | 23.5 | 29.3 | |
| STRATEGIC COMPETENCIES (TALENT) | | | | | |
| 7 | The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. | 67.8 | 13.5 | 18.7 | |
| | FSA | 72.0 | 11.3 | 16.7 | |
| 8 | The skill level in my work unit has improved in the past year. | 57.5 | 21.4 | 21.1 | |
| | FSA | 58.4 | 22.3 | 19.2 | |
| 9 | My supervisor supports my need to balance work and family issues. | 82.2 | 8.9 | 8.9 | |
| | FSA | 81.8 | 9.8 | 8.3 | |
| 10 | My workload is reasonable. | 60.7 | 10.8 | 28.5 | |
| | FSA | 62.0 | 8.8 | 29.2 | |
| 11 | My talents are used well in the workplace. | 62.8 | 12.7 | 24.5 | |
| | FSA | 63.6 | 12.8 | 23.6 | |
| 12 | This is a friendly place to work. | 72.4 | 13.5 | 14.1 | |
| | FSA | 67.5 | 15.0 | 17.5 | |
| 13 | I recommend my organization as a good place to work. | 62.1 | 19.2 | 18.7 | |
| | FSA | 59.7 | 20.4 | 19.9 | |
| 14 | I have sufficient resources (for example, people, materials, budget, etc.) to get my job done. | 47.6 | 13.8 | 38.6 | |
| | FSA | 52.9 | 11.2 | 36.0 | |
| 15 | My work unit is able to recruit people with the right skills. | 37.9 | 25.5 | 36.7 | |
| | FSA | 35.5 | 26.7 | 37.9 | |
| 16 | Selections for promotions in my work unit are based on merit. | 36.1 | 26.8 | 37.1 | |
| | FSA | 34.5 | 22.5 | 42.9 | |
| LEADERSHIP | | | | | |
| 17 | Supervisors/team leaders in my work unit provide employees with the opportunity to demonstrate their leadership skills. | 58.8 | 20.2 | 21.0 | |
| | FSA | 56.1 | 20.4 | 23.6 | |
| 18 | Supervisors/team leaders in my work unit encourage my development at work. | 62.3 | 18.0 | 19.7 | |
| | FSA | 57.8 | 19.3 | 22.9 | |
| 19 | The work I do is important. | 91.0 | 6.2 | 2.8 | |
| | FSA | 90.9 | 5.4 | 3.7 | |
| 20 | In my organization, leaders generate high levels of motivation and commitment in the workforce. | 33.4 | 27.1 | 39.5 | |
| | FSA | 30.5 | 25.6 | 43.8 | |
| 21 | Employees have a feeling of personal empowerment and ownership of work processes. | 39.4 | 25.8 | 34.8 | |
| | FSA | 36.7 | 25.3 | 38.1 | |
| 22 | Supervisors/team leaders are receptive to change. | 49.2 | 23.5 | 27.3 | |
| | FSA | 45.8 | 24.5 | 29.7 | |
| 23 | I hold my organization's leaders in high regard. | 42.1 | 30.0 | 27.9 | |
| | FSA | 41.4 | 30.8 | 27.8 | |
| 24 | My organization's leaders maintain high standards of honesty and integrity. | 48.3 | 25.8 | 25.9 | |
| | FSA | 44.1 | 28.0 | 27.9 | |
| 25 | Complaints, disputes or grievances are resolved fairly in my work unit. | 43.1 | 29.2 | 27.7 | |
| | FSA | 35.6 | 29.8 | 34.6 | |

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|---|--|--------------------|-------------------|--------------------|---------------------------|
| | | | | | |
| 26 | Arbitrary action, personal favoritism and coercion for partisan political purposes are not tolerated. | 48.5 | 24.3 | 27.2 | |
| | FSA | 40.3 | 25.0 | 34.8 | |
| 27 | I can disclose a suspected violation of law, rule or regulation without fear of reprisal. | 54.8 | 23.5 | 21.7 | |
| | FSA | 49.8 | 23.7 | 26.5 | |
| 28 | I know what the Merit System Principles are. | 74.7 | 10.0 | 15.3 | |
| | FSA | 76.5 | 9.5 | 14.0 | |
| 29 | I know what the Prohibited Personnel Practices are. | 84.7 | 6.6 | 8.7 | |
| | FSA | 84.2 | 7.3 | 8.5 | |
| 30 | I know what to do if I believe that a Prohibited Personnel Practice has been committed. | 71.1 | 12.4 | 16.5 | |
| | FSA | 68.7 | 13.3 | 18.0 | |
| PERFORMANCE CULTURE | | | | | |
| 31 | Awards in my work unit depend on how well employees perform their jobs. | 44.3 | 20.1 | 35.6 | |
| | FSA | 38.5 | 17.7 | 43.9 | |
| 32 | High-performing employees in my work unit are recognized or rewarded on a timely basis. | 38.4 | 23.2 | 38.5 | |
| | FSA | 29.7 | 21.3 | 49.0 | |
| 33 | Employees are rewarded for providing high quality products and services to customers. | 41.3 | 25.8 | 32.9 | |
| | FSA | 33.2 | 24.9 | 42.0 | |
| 34 | Creativity and innovation are rewarded. | 36.0 | 28.0 | 36.0 | |
| | FSA | 26.3 | 29.2 | 44.4 | |
| 35 | My performance appraisal is a fair reflection of my performance. | 63.7 | 17.3 | 19.0 | |
| | FSA | 64.5 | 17.1 | 18.4 | |
| 36 | Our organization's awards program provides me with an incentive to do my best. | 26.5 | 27.1 | 46.4 | |
| | FSA | 21.0 | 27.1 | 51.9 | |
| 37 | In my work unit, steps are taken to deal with a poor performer who cannot or will not improve. | 25.0 | 26.1 | 48.9 | |
| | FSA | 20.7 | 23.6 | 55.7 | |
| 38 | I believe my organization can perform its function as effectively as any private sector provider. | 63.2 | 15.4 | 21.4 | |
| | FSA | 66.7 | 12.3 | 21.1 | |
| 39 | I am held accountable for achieving results. | 81.3 | 12.4 | 6.3 | |
| | FSA | 79.7 | 12.7 | 7.6 | |
| 40 | Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well. | 66.7 | 13.9 | 19.4 | |
| | FSA | 68.9 | 12.3 | 18.8 | |
| 41 | Discussions with my supervisor/team leader about my performance are worthwhile. | 61.1 | 19.4 | 19.4 | |
| | FSA | 54.2 | 23.4 | 22.3 | |
| 42 | Supervisors/team leaders in my work unit are committed to a workforce representative of all segments of society. | 61.5 | 22.6 | 15.9 | |
| | FSA | 58.6 | 25.3 | 16.1 | |
| 43 | Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). | 71.1 | 18.9 | 10.0 | |
| | FSA | 70.0 | 18.5 | 11.5 | |
| 44 | Managers/supervisors/team leaders work well with employees of different backgrounds. | 68.2 | 19.8 | 12.0 | |
| | FSA | 66.8 | 21.3 | 12.0 | |
| LEARNING (KNOWLEDGE MANAGEMENT) | | | | | |
| 45 | Employees have electronic access to learning and training programs readily available at their desk. | 64.7 | 16.7 | 18.6 | |
| | FSA | 52.9 | 21.2 | 25.9 | |
| 46 | My training needs are assessed. | 53.9 | 21.0 | 25.1 | |
| | FSA | 43.0 | 24.3 | 32.7 | |
| 47 | Employees are willing to be retrained and moved to other positions in the organization. | 42.9 | 34.8 | 22.3 | |
| | FSA | 42.3 | 31.8 | 25.9 | |
| 48 | I receive the training I need to perform my job. | 62.5 | 18.3 | 19.1 | |
| | FSA | 53.7 | 21.1 | 25.2 | |
| 49 | Employees in my work unit share their knowledge with each other. | 73.5 | 13.0 | 13.5 | |
| | FSA | 67.0 | 13.1 | 19.8 | |
| 50 | Managers promote communication among different work units (for example, about projects, goals, needed resources). | 53.1 | 19.3 | 27.6 | |
| | FSA | 46.4 | 21.8 | 31.8 | |

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|---|---|-----|--------------------|-------------------|--------------------|---------------------------|------|------|
| PERSONAL EXPERIENCES | | | | | | | | |
| 51 | The people I work with cooperate to get the job done. | | 80.1 | 10.5 | 9.3 | | | |
| | | FSA | 75.2 | 10.5 | 14.3 | | | |
| 52 | I am given a real opportunity to improve my skills in my organization. | | 59.6 | 21.9 | 18.5 | | | |
| | | FSA | 50.8 | 25.7 | 23.6 | | | |
| 53 | I have enough information to do my job well. | | 71.4 | 16.2 | 12.4 | | | |
| | | FSA | 66.8 | 17.8 | 15.5 | | | |
| 54 | I feel encouraged to come up with new and better ways of doing things. | | 57.3 | 21.6 | 21.1 | | | |
| | | FSA | 49.4 | 24.8 | 25.8 | | | |
| 55 | My job makes good use of my skills and abilities. | | 64.5 | 15.2 | 20.3 | | | |
| | | FSA | 63.5 | 15.6 | 20.9 | | | |
| 56 | My work gives me a feeling of personal accomplishment. | | 71.5 | 15.3 | 13.2 | | | |
| | | FSA | 71.0 | 14.4 | 14.7 | | | |
| 57 | I like the kind of work I do. | | 84.0 | 11.2 | 4.9 | | | |
| | | FSA | 83.8 | 9.5 | 6.7 | | | |
| 58 | How do you rate the amount of pay you get on your job? | | 53.6 | 30.7 | 15.7 | | | |
| | | FSA | 62.6 | 25.7 | 11.7 | | | |
| 59 | How do you rate your total benefits program? | | 65.0 | 25.7 | 9.3 | | | |
| | | FSA | 76.0 | 17.6 | 6.4 | | | |
| 60 | Overall, how good a job do you feel is being done by your immediate supervisor/team leader? | | 63.4 | 22.8 | 13.8 | | | |
| | | FSA | 59.7 | 25.8 | 14.5 | | | |
| 61 | How would you rate the overall quality of work done by your work group? | | 80.3 | 16.7 | 3.0 | | | |
| | | FSA | 83.2 | 14.2 | 2.6 | | | |
| 62 | How would you rate your organization as an organization to work for compared to other organizations? | | 51.5 | 33.3 | 15.2 | | | |
| | | FSA | 46.7 | 39.2 | 14.1 | | | |
| JOB SATISFACTION | | | | | | | | |
| 63 | How satisfied are you with your involvement in decisions that affect your work? | | 53.3 | 24.6 | 22.0 | | | |
| | | FSA | 53.0 | 24.6 | 22.4 | | | |
| 64 | How satisfied are you with the information you receive from management on what's going on in your organization? | | 43.4 | 25.3 | 31.3 | | | |
| | | FSA | 42.5 | 24.1 | 33.4 | | | |
| 65 | How satisfied are you with the recognition you receive for doing a good job? | | 44.3 | 26.6 | 29.1 | | | |
| | | FSA | 40.3 | 26.4 | 33.3 | | | |
| 66 | How satisfied are you with your opportunity to get a better job in your organization? | | 36.4 | 30.1 | 33.4 | | | |
| | | FSA | 30.9 | 33.5 | 35.6 | | | |
| 67 | How satisfied are you with the training you receive for your present job? | | 55.3 | 24.0 | 20.7 | | | |
| | | FSA | 49.0 | 23.7 | 27.4 | | | |
| 68 | Considering everything, how satisfied are you with your job? | | 69.1 | 18.3 | 12.5 | | | |
| | | FSA | 68.3 | 17.9 | 13.9 | | | |
| 69 | Considering everything, how would you rate your overall satisfaction in your organization at the present time? | | 53.4 | 22.7 | 23.9 | | | |
| | | FSA | 51.5 | 24.5 | 24.0 | | | |
| COMPENSATION AND BENEFITS | | | | | | | | |
| 70 | Rank the following items in terms of their importance to you: | | HIGH | 2 | 3 | 4 | 5 | LOW |
| | Pay | | 68.2 | 14.7 | 1.5 | 6.9 | 2.0 | 6.8 |
| | | FSA | 76.9 | 10.9 | 0.3 | 5.8 | 1.3 | 4.8 |
| | Retirement Benefits | | 16.3 | 34.4 | 3.7 | 28.1 | 1.8 | 15.6 |
| | | FSA | 13.6 | 34.8 | 2.5 | 30.0 | 1.1 | 18.0 |
| | Life Insurance Benefits | | 6.9 | 25.7 | 6.9 | 36.3 | 4.2 | 20.0 |
| | | FSA | 5.0 | 27.2 | 7.4 | 38.6 | 1.2 | 20.5 |
| | Health Insurance Benefits | | 4.1 | 18.9 | 20.9 | 19.3 | 9.0 | 27.8 |
| | | FSA | 2.0 | 22.2 | 21.0 | 18.0 | 4.4 | 32.4 |
| | Long Term Care Benefits | | 1.5 | 4.4 | 41.3 | 5.3 | 31.1 | 16.4 |
| | | FSA | 0.6 | 4.1 | 47.9 | 5.3 | 26.3 | 15.8 |
| | Paid Time Off (Leave) | | 3.0 | 2.0 | 25.9 | 4.1 | 51.9 | 13.2 |
| | | FSA | 2.0 | 0.8 | 20.9 | 2.3 | 65.6 | 8.4 |
| 71 | How satisfied are you with your pay? | | 62.5 | 15.5 | 22.0 | | | |
| | | FSA | 69.2 | 12.0 | 18.8 | | | |
| 72 | How satisfied are you with retirement benefits? | | 68.4 | 18.6 | 13.1 | | | |
| | | FSA | 72.8 | 16.4 | 10.8 | | | |
| 73 | How satisfied are you with life insurance benefits? | | 60.2 | 31.6 | 8.3 | | | |
| | | FSA | 64.3 | 26.9 | 8.9 | | | |
| 74 | How satisfied are you with health insurance benefits? | | 51.8 | 18.2 | 30.0 | | | |
| | | FSA | 59.7 | 21.2 | 19.1 | | | |
| 75 | How satisfied are you with long term care benefits? | | 22.0 | 65.6 | 12.5 | | | |
| | | FSA | 21.7 | 66.7 | 11.7 | | | |
| 76 | How satisfied are you with paid time off (Leave)? | | 85.8 | 10.0 | 4.2 | | | |
| | | FSA | 88.1 | 7.3 | 4.5 | | | |

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|---|--|--------------------|-------------------|--------------------|---------------------------|-------------|
| 77 | Rank the following items in terms of their importance to you: | HIGH | 2 | 3 | 4 | LOW |
| | Paid Vacation Time | 62.9 | 22.9 | 8.9 | 3.0 | 2.3 |
| | FSA | 64.5 | 22.9 | 9.3 | 2.0 | 1.2 |
| | Paid Leave for Personal Illness | 15.6 | 59.4 | 18.3 | 3.8 | 2.9 |
| | FSA | 15.3 | 61.3 | 18.6 | 2.3 | 2.4 |
| | Paid Leave for Family Illness | 11.9 | 12.6 | 63.4 | 5.4 | 6.8 |
| | FSA | 14.6 | 12.2 | 63.4 | 3.6 | 6.3 |
| | Paid Leave for Childbirth / Adoption | 5.0 | 4.1 | 8.3 | 29.7 | 52.9 |
| | FSA | 3.6 | 2.4 | 8.1 | 27.2 | 58.8 |
| | Paid Leave for Elder Care | 4.4 | 1.1 | 1.5 | 58.1 | 35.0 |
| | FSA | 2.0 | 1.1 | 0.6 | 65.0 | 31.3 |
| 78 | How satisfied are you with paid vacation time? | 91.8 | 4.9 | 3.3 | | |
| | FSA | 91.9 | 4.9 | 3.2 | | |
| 79 | How satisfied are you with paid leave for personal illness? | 89.0 | 7.1 | 3.9 | | |
| | FSA | 89.7 | 5.3 | 5.0 | | |
| 80 | How satisfied are you with paid leave for family illness? | 79.1 | 16.3 | 4.6 | | |
| | FSA | 83.6 | 11.8 | 4.5 | | |
| 81 | How satisfied are you with paid leave for childbirth / adoption? | 43.8 | 52.5 | 3.7 | | |
| | FSA | 44.8 | 52.9 | 2.3 | | |
| 82 | How satisfied are you with paid leave for elder care? | 49.7 | 46.2 | 4.1 | | |
| | FSA | 52.2 | 43.0 | 4.7 | | |
| Family Friendly Flexibilities | | | | | | |
| 83a | How satisfied are you with telework / telecommuting? | 26.0 | 56.6 | 17.4 | | |
| | FSA | 22.0 | 55.7 | 22.3 | | |
| 84a | How satisfied are you with alternative work schedules? | 75.7 | 16.6 | 7.8 | | |
| | FSA | 82.5 | 10.6 | 6.9 | | |
| 85a | How satisfied are you with child care subsidies? | 8.0 | 81.5 | 10.5 | | |
| | FSA | 7.2 | 84.8 | 8.0 | | |
| 86a | How satisfied are you with employee assistance programs? | 33.5 | 59.4 | 7.0 | | |
| | FSA | 32.0 | 61.7 | 6.3 | | |
| 87a | How satisfied are you with health and wellness programs? | 36.7 | 47.5 | 15.8 | | |
| | FSA | 34.6 | 51.3 | 14.1 | | |
| 88a | How satisfied are you with support groups? | 16.7 | 74.7 | 8.7 | | |
| | FSA | 17.5 | 73.5 | 9.0 | | |
| 89a | How satisfied are you with elder care programs? | 11.9 | 81.0 | 7.1 | | |
| | FSA | 12.0 | 81.3 | 6.7 | | |
| 83b | How important is telework / telecommuting to you? | 33.9 | 28.3 | 37.8 | | |
| | FSA | 38.0 | 29.0 | 33.0 | | |
| 84b | How important is alternative work schedules to you? | 75.5 | 14.9 | 9.6 | | |
| | FSA | 77.4 | 15.1 | 7.5 | | |
| 85b | How important is child care subsidies to you? | 16.5 | 15.5 | 68.0 | | |
| | FSA | 12.4 | 14.1 | 73.5 | | |
| 86b | How important is employee assistance programs to you? | 28.0 | 33.7 | 38.3 | | |
| | FSA | 23.7 | 33.7 | 42.7 | | |
| 87b | How important is health and wellness programs to you? | 45.7 | 29.3 | 25.0 | | |
| | FSA | 38.7 | 30.1 | 31.2 | | |
| 88b | How important is support groups to you? | 16.7 | 28.7 | 54.6 | | |
| | FSA | 17.2 | 28.1 | 54.7 | | |
| 89b | How important is elder care programs to you? | 23.0 | 29.8 | 47.2 | | |
| | FSA | 21.9 | 27.4 | 50.7 | | |
| 83c | Is telework / telecommuting available to you? | 29.0 | 50.2 | 20.8 | | |
| | FSA | 18.8 | 61.1 | 20.1 | | |
| 84c | Are alternative work schedules available to you? | 83.9 | 11.4 | 4.6 | | |
| | FSA | 93.4 | 4.0 | 2.6 | | |
| 85c | Are child care subsidies available to you? | 6.5 | 40.6 | 52.9 | | |
| | FSA | 6.7 | 42.7 | 50.6 | | |
| 86c | Are employee assistance programs available to you? | 81.0 | 3.3 | 15.7 | | |
| | FSA | 81.4 | 2.9 | 15.7 | | |
| 87c | Are health and wellness programs available to you? | 58.9 | 17.0 | 24.1 | | |
| | FSA | 50.4 | 20.4 | 29.2 | | |
| 88c | Are support groups available to you? | 23.4 | 18.9 | 57.6 | | |
| | FSA | 22.6 | 22.4 | 55.1 | | |
| 89c | Are elder care programs available to you? | 11.1 | 21.0 | 67.9 | | |
| | FSA | 10.5 | 24.2 | 65.3 | | |